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I. FROM THE INSPECTOR GENERAL'S REPORT

Continuity in the Planning Staff has suffered from the rapid rotation of personnel. The average period of duty for those civilians beginning and ending their tours with the staff during a four-year period, 1957 through 1960, was less than 12 months. Military officers provided more continuity, averaging 18 months. There was more continuity in the position of chief than in the staff as a whole. One military officer and one civilian covered a span of about four years.

Logistics planning and forward programming is a complex problem, particularly for the Agency. To be effective it requires professional experience and substantial knowledge of Agency operations. Military officers with advanced training in logistics planning have particular value in the Planning Staff. They are handicapped by their lack of familiarity with the Agency, but even so, we were impressed with their contributions. The Office of Logistics has not developed a contingent of career employees who could be classed as professionals in logistics planning.

It is recommended that:

- a. The Director of Logistics provide for continuity of experience in the Planning Staff.
- b. The Director of Logistics select career employees who hold promise as professional logistics planning and programming officers and arrange special training for them within or without the Agency.

II. PLANNING STAFF'S RESPONSE TO THE DIRECTOR OF LOGISTICS

3. Recommendation No. 12 (Paragraph 44, page 30).

a. Concur in this recommendation with reservations indicated in the following sub-paragraphs.

b. Admittedly it would be preferable to provide for continuity of experience in the Planning Staff by stabilizing the assignment of the individuals in the 11 professional positions for a period of 2 to 3 years as a minimum. However, it must be recognized that other requirements enter into this picture, such as the necessity periodically to utilize some professional logistic planners in other high priority spaces and assignments for which they are best

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qualified. In this latter connection, it is generally recognized that experienced logistic planners deal in a broad sense in all facets of logistics and usually develop capabilities across the entire field of logistics. These capabilities are in great demand compared with the availability of these personnel.

c. It is recognized that the continuity factor has been somewhat low in the past, but it is felt that conditions existing during that period were largely responsible. Since, in general, it appears that these adverse conditions have been removed, it is believed that better stabilization of professional personnel can be achieved and that similar situations of fast turnover of assigned personnel shall not come to pass again.

d. It is also recognized that a need exists for selection by the Logistics Administration Staff and for training of those career employees who hold promise as professional logistic planners. Such training could be accomplished in the Planning Staff. A training program will be established by the Chief of the Logistics Administration Staff whereby individuals from the Office of Logistics with potential as professional planners will be assigned to the Planning Staff for periods required to accomplish the necessary on-the-job training.

e. Selection and assignment (to the Planning Staff) for training of career employees by the Logistics Administration Staff, and stabilizing tours for the bulk of the 11 professional planners for 2 to 3 years will cover the actions required under this recommendation to the degree that is practical. Except for the actual on-the-job training involved, these actions properly come under the jurisdiction of the Logistics Administration Staff as desired by the Director of Logistics.

III. DIRECTOR OF LOGISTICS' RESPONSE TO THE DEPUTY DIRECTOR (SUPPORT)

Recommendations #12a and 12b, page 30

The Director of Logistics provide for continuity of experience in the Planning Staff.

The Director of Logistics select career employees who hold promise as professional logistics planning and programming officers and arrange special training for them within or without the Agency.

Concur: A program is presently underway in the Logistics Administration Staff to select and assign promising career employees for assignment to and training in the Planning Staff, such training to include internal and external training programs as applicable for the future development of the employee's

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career as a Logistics Planning Officer. Planning Staff assignments for the majority of the eleven professional planners are being stabilized at two to three years.